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**PENGARUH TINGKAH LAKU ETIKA KETUA TERHADAP TINGKAH
LAKU ETIKA SUBORDINAT DI SEKTOR KEWANGAN DI MALAYSIA**

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Isi Kandungan

BAB	PERKARA	M.S
	Penghargaan	iv
	Isi Kandungan	vi
	Senarai Jadual	ix
	Senarai Rajah	xiii
	Daftar Singkatan Perkataan	xiv
	Abstrak	xv
	Abstract	xvi
BAB 1	LATAR BELAKANG KAJIAN	1
	1.0 Pendahuluan	1
	1.1 Pernyataan masalah	2
	1.2 Objektif Kajian	5
	1.3 Hipotesis Kajian	6
	1.4 Kewajaran Kajian	9
	1.5 Skop Kajian	12
	1.6 Definisi Konsep	13
	1.7 Sistem Perbankan di Malaysia	30
	1.8 Pengorganisasian Disertasi	33
	1.9 Penutup	35
BAB 2	PEMBENTUKAN TEORI DAN HIPOTESIS KAJIAN	36
	2.0 Pendahuluan	36
	2.1 Hubungan tingkah laku etika ketua dengan orang yang dipimpin	36
	2.2 Penyederhana Pengaruh Tingkah Laku Etika Ketua Terhadap Tingkah Laku Etika Subordinat	48
	2.3 Ciri-ciri Subordinat	50
	2.3.1 Darjah Kepercayaan Subordinat	51
	2.3.2 Pegangan Agama	61
	2.3.3 Jantina	62
	2.3.4 Umur	66
	2.3.5 Latar Belakang pendidikan Etika	67
	2.4 Ciri-ciri Model	70
	2.4.1 Darjah Kepercayaan ketua	71
	2.4.2 Pegangan Agama Ketua	72
	2.4.3 Gaya Kepemimpinan	74
	2.4.4 Tanggung Jawab Sosial Ketua	76
	2.5 Ciri-ciri Situasi	78
	2.5.1 Saiz Organisasi	79
	2.5.2 Budaya Organisasi	80
	2.5.3 Kod Etika Profesion	82
	2.6 Penutup	83

2.7 Model Kajian	85
BAB 3 KAEDAH KAJIAN	86
3.0 Pendahuluan	86
3.1 Tempat Kajian	87
3.2 Jenis Kajian	87
3.3 Pemilihan Responden	89
3.4 Prosedur Kajian	90
3.5 Alat Kajian	91
3.6 Pra Ujian	97
3.7 Pengukuran Pemboleh Ubah	97
3.7.1 Tingkah Laku Etika	103
3.7.2 Kod Etika Profesional	106
3.7.3 Tanggung Jawab Sosial	108
3.7.4 Budaya Organisasi	108
3.7.5 Gaya Kepemimpinan Transformasi	109
3.7.6 Darjah Kepercayaan	111
Mempengaruhi dan Dipengaruhi	113
3.7.7 Nilai Keagamaan	114
3.7.8 Faktor Peribadi	115
3.8 Analisis Kajian	116
3.9 Penutup	116
BAB 4 KEPUTUSAN KAJIAN	117
4.0 Pendahuluan	117
4.1 Objektif Pertama	117
4.1.1 Pengaruh Tingkah laku etika ketua terhadap tingkah laku etika subordinat	117
4.1.2 Perbezaan Tingkah Laku Etika Ketua dan Subordinat	120
4.1.3 Hubungan tingkah laku etika ketua dan subordinat	129
4.2 Objektif Kedua	130
4.2.1 Ciri Subordinat	130
4.2.1.1 Darjah Kepercayaan	131
4.2.1.2 Keagamaan	133
4.2.1.3 Jantina	135
4.2.1.4 Umur	137
4.2.1.5 Bidang Pengkhususan	140
4.2.1.6 Pendedahan Etika	143
4.2.2 Ciri Ketua	145
4.2.2.1 Darjah Kepercayaan	146
4.2.2.2 Keagamaan	148
4.2.2.3 Gaya Kepimpinan	150

4.2.2.4 Tanggungjawab Sosial	152
4.2.3 Ciri Situasi	154
4.2.3.1 Saiz Organisasi	154
4.2.3.2 Kod Etika Profesyen	156
4.2.3.3 Budaya Etika Organisasi	158
4.3 Objektif Ketiga	160
4.3.1 Darjah Kepercayaan Ketua dan Subordinat	160
4.4 Objektif Keempat	165
4.4.1 Sumber Kepercayaan	165
4.5 Penutup	171
BAB 5 KESIMPULAN DAN CADANGAN	173
5.0 Pendahuluan	173
5.1 Gambaran Ringkas Kajian	173
5.2 Penemuan Utama Kajian	175
5.3 Implikasi kajian	178
5.3.1 Implikasi Pengurusan	178
5.3.1.1 Pengaruh Tingkah Laku Etika Ketua Terhadap Tingkah Laku Etika Subordinat	178
5.3.1.1.1 Meningkatkan Darjah Kepercayaan	179
5.3.1.1.2 Meningkatkan Daya Kepimpinan Transformasi	181
5.3.1.2 Pendedahan Kepada Subjek Etika	182
5.3.1.3 Mengukuhkan Ilmu Keagamaan	183
5.3.1.4 Meningkatkan Amalan Budaya Etika Organisasi	183
5.3.1.5 Memilih dan Membentuk Kakitangan Yang Beretika	183
5.3.2 Implikasi Akademia	184
5.3.2.1 Pendekatan Diadik	184
5.3.2.2 Pengukur Tingkah Laku Etika	185
5.3.2.3 Darjah Kepercayaan	169
5.4 Batasan Kajian	186
5.4.1 Kesan dan Akibat	187
5.4.2 Generalisasi	187
5.4.3 Kaedah Kajian	188
5.5 Masalah Kajian	189
5.6 Arahtuju Penyelidikan Akan Datang	190
5.7 Penutup	191
Rujukan	193
Lampiran	194
	209

SENARAI JADUAL

	Muka Surat
Jadual 3.1: Bank dan Jumlah Cawangan Yang Terlibat	82
Jadual 3.2: Taburan Bank Mengikut Ketagori Kawasan	82
Jadual 3.3: Bahagian Soal Selidik	84
Jadual 3.4: Keputusan Pra Ujian Kebolehpercayaan Pemboleh Ubah	90
Jadual 3.5 : Bentuk Pemilihan Alasan Bagi Setiap Kes	96
Jadual 3.6: Skor Kod Etika Profesyen	99
Jadual 4.1: Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat	112
Jadual 4.2: Ujian t sampel berpasangan Tingkah Laku Etika Sub. (MORAL) vs Tingkah Laku Etika Ketua (MORK)	114
Jadual 4.3: Tahap Tingkah laku etika Ketua dan Subordinat	114
Jadual 4.4: Ujian t sampel berpasangan Tahap Tingkah Laku Etika Ketua (MORK2) vs Tahap Tingkah Laku Etika Sub. (THPS)	115
Jadual 4.5: Pendedahan Secara Formal Terhadap Etika	116
Jadual 4.6: Korelasi Tingkah Laku Etika Subordinat dengan Pendedahan Terhadap Subjek Etika	117
Jadual 4.7: Ujian t Perbezaan Tingkah Laku Etika Subordinat Berdasarkan Pendedahan Terhadap Subjek Etika.	118
Jadual 4.8: Korelasi Tingkah Laku Etika Ketua dengan Pendedahan Terhadap Subjek Etika	119
Jadual 4.9: Ujian t Perbezaan Tingkah Laku Etika Ketua Berdasarkan Pendedahan Terhadap Subjek Etika.	120

Jadual 4.10:	Korelasi Tingkah Laku Etika Subordinat dengan Beberapa Pemboleh Ubah Yang Signifikan	121
Jadual 4.11:	Korelasi Tingkah Laku Etika Ketua dengan Beberapa Pemboleh Ubah Yang Signifikan	121
Jadual 4.12:	Korelasi Tingkah Laku Etika Ketua (MORK) dengan Tingkah Laku Etika Subordinat (MORAL)	122
Jadual 4.13:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Darjah Kepercayaan Subordinat	124
Jadual 4.14:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Pegangan Agama Subordinat	125
Jadual 4.15:	Korelasi Pegangan Agama Subordinat Dengan Tingkah laku Etika Subordinat	126
Jadual 4.16:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Jantina Subordinat	127
Jadual 4.17:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Umur Subordinat	129
Jadual 4.18:	Ujian t sampel berpasangan Tingkah Laku Etika Sub. (MORAL) vs Tingkah Laku Etika Ketua (MORK)	130
Jadual 4.19:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Bidang Pengkhususan Subordinat	131
Jadual 4.20:	Ujian t Pebezaan Tingkah Laku Etika Subordinat Berdasarkan Bidang Pengkhususan.	132

Jadual 4.21:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Pendedahan Terhadap Subjek Etika Subordinat	134
Jadual 4.22:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Darjah Kepercayaan Ketua	136
Jadual 4.23:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Pegangan Agama Ketua	137
Jadual 4.24:	Korelasi Pegangan Agama Ketua Dengan Tingkah laku etika ketua dan subordinat	137
Jadual 4.25:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Gaya Kepimpinan Ketua	138
Jadual 4.26:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Tanggungjawab Sosial Ketua	139
Jadual 4.27:	Korelasi Tanggungjawab Sosial Ketua Dengan Tingkah laku etika Ketua dan Subordinat	140
Jadual 4.28:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Saiz Organisasi	141
Jadual 4.29:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Kod Etika Profesyen	143
Jadual 4.30:	Pengaruh Tingkah Laku Etika Ketua (MORK) Terhadap Tingkah Laku Etika Subordinat Yang Disederhanakan Oleh Budaya Etika Organisasi	144
Jadual 4.31:	Ujian t sampel berpasangan Kepercayaan Ketua (CAYAK) vs Kepercayaan Sub.(SUB)	146
Jadual 4.32:	Kepercayaan Mempengaruhi dan Dipengaruhi	146

	Muka Surat
Jadual 4.33: Sumber Kepercayaan Subordinat dan Ketua	151
Jadual 4.34: Keputusan Analisis Regresi Sumber Kepercayaan Sub. Terhadap Darjah Kepercayaan Sub.	152
Jadual 4.35: Keputusan Analisis Regresi Sumber Kepercayaan Ketua Terhadap Darjah Kepercayaan Ketua	153
Jadual 4.36: Korelasi Sumber Kepercayaan Sub. Terhadap Darjah Kepercayaan Sub.	154
Jadual 4.37: Korelasi Sumber Kepercayaan Ketua Terhadap Darjah Kepercayaan Ketua	155

SENARAI RAJAH		
		Muka Surat
Rajah 2.1:	Hubungan tingkah laku ketua dengan orang yang dipimpin	42
Rajah 2.2:	Ringkasan hubungan tingkah laku ketua dengan orang yang dipimpin	45
Rajah 2.3:	Rajah model asas kajian	45
Rajah 2.4:	Model asas kajian yang lebih lengkap	47
Rajah 2.5:	Hubungan sikap dan tingkah laku seseorang	50
Rajah 2.6:	Hubungan di antara sumber kepercayaan dengan sikap dan tingkah laku	52
Rajah 2.7:	Model lengkap kajian	78
Rajah 4.1:	Kepercayaan Sub. vs Ketua	147

DAFTAR SINGKATAN PERKATAAN

MORAL	=	Tingkah laku etika subordinat
MORK	=	Tingkah laku etika ketua
SUB	=	Darjah kepercayaan subordinat yang tingkah laku etika mereka dipengaruhi oleh tingkah laku etika ketua masing-masing
AGMS	=	Tahap pegangan keagamaan
H1S2	=	Jantina
H7S	=	Umur
H8S	=	Bidang pengkhususan
H9XA	=	Pendedahan terhadap subjek etika semasa di IPT
H9XB	=	Pendedahan terhadap subjek etika semasa kursus dalam perkhidmatan
H9XC	=	Pendedahan terhadap subjek etika semasa seminar yang dihadiri
CAYAK	=	Darjah kepercayaan ketua bahawa yang tingkah laku etika mereka akan mempengaruhi tingkah laku subordinat masing-masing
AGMK	=	Tahap pegangan keagamaan ketua
GAYA	=	Kecenderungan gaya kepimpinan transformasi dari penilaian subordinat masing-masing
TGJK3	=	Tanggung jawab sosial ketua itu sendiri
E11K	=	Saiz organisasi
KOD1	=	Kod etika profesional
BDYS	=	Budaya organisasi yang diamalkan di organisasi berkenaan

PENGARUH TINGKAH LAKU ETIKA KETUA TERHADAP TINGKAH LAKU ETIKA SUBORDINAT DI SEKTOR KEWANGAN DI MALAYSIA

Abstrak

Kajian ini mempunyai berbagai tujuan: (1) melihat perkaitan dan juga perbezaan tingkah laku etika ketua dengan tingkah laku etika subordinat; (2) mengenal pasti faktor-faktor yang boleh menyederhanakan pengaruh tingkah laku etika ketua terhadap tingkah laku etika subordinat; (3) mengesan perbezaan dan perkaitan darjah kepercayaan ketua dan darjah kepercayaan subordinat; dan (4) mengesan sumber utama yang menentukan kepercayaan tersebut di sektor kewangan. Kajian ini terhadap kepada semua bank di Kedah dan Perlis. Tingkah laku etika ketua menjadi pemboleh ubah bebas (*independent*), manakala tingkah laku etika subordinat sebagai pemboleh ubah terikat (*dependent*). Sementara ciri-ciri subordinat, ciri-ciri ketua, dan situasi menjadi pemboleh ubah penyederhana (*moderator*). Data daripada 77 pasangan responden (ketua dan subordinat) yang mengembalikan soal selidik telah dianalisis. Kita tidak mempunyai cukup bukti untuk menyatakan ada pengaruh tingkah laku etika ketua terhadap tingkah laku etika subordinat. Sungguhpun begitu, tingkah laku etika ketua didapati berkecenderungan menerangkan varians tingkah laku etika subordinat secara negatif. Kita dapati tingkah laku etika ketua dan tingkah laku etika subordinat adalah berbeza secara signifikan. Skor "Defining Issue Test" (DIT) masing-masing ialah 67.39 dan 57.14. Hasil kajian juga menunjukkan darjah kepercayaan subordinat, pegangan agama subordinat, pendedahan subjek etika yang diperoleh subordinat semasa di IPT dan dalam perkhidmatan, gaya kepimpinan ketua, tanggungjawab sosial ketua, dan budaya etika organisasi secara langsung dapat mempengaruhi tingkah laku etika subordinat. Kajian juga menunjukkan terdapat dua faktor yang boleh menyederhanakan pengaruh tingkah laku etika ketua terhadap tingkah laku etika subordinat, iaitu darjah kepercayaan subordinat (ciri subordinat), dan kecenderungan gaya kepimpinan transformasi (ciri ketua). Purata darjah kepercayaan ketua dan subordinat masing-masing 4.05 dan 3.44. Sumber utama kepercayaan mereka ialah sumber informasi berbanding sumber deskriptif dan infrensi. Kajian juga menunjukkan pendedahan subjek etika secara formal masih diperlukan kerana didapati ia berkorelasi secara positif dengan tingkah laku etika seseorang, terutama bagi subordinat. Kajian juga menunjukkan ketua sentiasa perlu menjadi contoh ikutan yang baik kepada subordinatnya.

INFLUENCES OF LEADER'S ETHICAL BEHAVIOUR ON THEIR SUBORDINATES' ETHICAL BEHAVIOURS IN THE FINANCIAL SECTOR OF MALAYSIA

Abstract

The objectives of the study are multifold: (1) to investigate the relationship and differences between leaders ethical behaviour and subordinates' ethical behaviour; (2) to identify factors that moderate the relationship; (3) to examine the differences and the relationship between the degree of belief of the leader and that of the subordinates; and (4) to determine the main sources of their beliefs. This study is limited to all banks in Kedah and Perlis. Leader's and subordinates' ethical behaviours were treated as independent and dependent variables respectively. Subordinates' and leader's individual characteristics as well as situational factors were considered as moderators. Data from 77 pairs of leaders and their immediate subordinates were analysed. The results showed that we have not enough evidence to prove the influence of leader's ethical behaviour on their subordinates' ethical behaviour. However, the leader's ethical behaviour appeared to have the tendency to explain the variance of subordinates' ethical behaviour negatively. We found that leader's and subordinates' ethical behaviours are significantly different. Their Defining Issue Test (DIT) scores are 67.39 and 57.14 respectively. The finding also indicates that the degree of subordinates' belief, their religious stance, their degree of exposure to ethics related subject during the subordinates study and during their work, the leadership style, the social responsibility of leader, and the organisational ethical culture practices directly influence subordinates' ethical behaviour. Furthermore, the study also found that subordinates' belief and leadership style significantly moderated the influence of leader's ethical behaviour on subordinates' ethical behaviour. Mean scores of leader's and subordinates' beliefs are 4.05 and 3.44 respectively. The results of the study reveal that information source is the strongest source of the belief, relative to descriptive and inferencing sources. In addition, the study implies the need for formal ethics related education among subordinates since it shows to have a positive influence on subordinates' ethical behaviours. The findings of the present study also suggest that leaders should set an exemplary model behaviours for their subordinates to follow.

BAB 1

LATAR BELAKANG KAJIAN

1.0 Pendahuluan

Amalan dan budaya etika yang baik oleh individu, organisasi dan masyarakat adalah perlu bagi menjamin kesejahteraan hidup di dalam sesebuah keluarga, organisasi, masyarakat, negara dan dunia amnya. Sehubungan dengan kepentingan amalan dan budaya etika yang baik, terutamanya bagi sebuah organisasi, ketua dikatakan mempunyai tanggung jawab untuk membentuk satu set budaya tingkah laku etika bagi organisasi yang dipimpinnya (Bennis dan Nanus, 1985). Ini adalah disebabkan etika dan kepemimpinan merupakan satu gandingan yang tidak dapat dipisahkan (Hitt, 1990).

Merujuk kepada buku "Tonggak Duabelas" yang dikeluarkan oleh Institut Tadbiran Awam Malaysia (1992), segala gerak laku pemimpin sesuatu [organisasi atau pun masyarakat] itu menjadi ikutan ahli organisasi atau masyarakat tersebut. Sejarah telah membuktikan bahawa banyak tamadun yang membangun disebabkan pemimpin-pemimpin yang kuat, berani dan bijaksana. Sebaliknya keruntuhan tamadun disebabkan kelemahan, kebodohan dan kelalaian pemimpin-pemimpinnya.

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